

Participant Materials

The 2002 Linkage Excellence in Management & Leadership Series

Now, Discover Your Strengths

Featuring Marcus Buckingham



Dear Participant

Welcome to Linkage's 2002 Excellence in Management and Leadership Series. Today's satellite broadcast features author Marcus Buckingham on Great Management. Mr. Buckingham is a recognized expert in leadership, management and reinventing an organization, and is a Senior Vice President for the Gallup Organization. He has spent the last fifteen years helping clients find, focus and develop their most talented employees.

Mr. Buckingham co-authored the business bestsellers *First, Break all the Rules: What the World's Greatest Managers Do Differently* (1999), and *Now, Discover Your Strengths* (2001). He has used data from 150,000 interviews with successful managers and leaders to demonstrate that there is no standard business model for success, and that if there is a key to success, it lies in uncovering and playing to your own natural talents.

Specifically, this program will focus on:

- The impact of an engaged workforce on the bottom line
- The "12 Key Questions" of engagement according to the Gallup Organization
- The connection between natural talents, strengths, and a robust enterprise
- The benefits of a focus on developing strengths, instead of overcoming weaknesses

These participant materials have been designed to complement your conversation with Marcus Buckingham. Use them to record your notes, ideas, questions, and insights. At the end of the broadcast, you will be asked to submit questions directly to Marcus Buckingham via fax, telephone and/or email.

Learning is an activity that requires more than passively watching a speaker. Simply watching today's program will neither instill leadership knowledge or skills, nor result in an immediate change in your organization's culture and strategic positioning. Learning requires the active engagement of your mind and spirit - the motivation and drive to reflect, apply, practice, and experiment. Please make the most of your time with us today.

About Linkage

Linkage, Inc. is a leading provider of leadership and management development training programs, services, and products. More than 30,000 executives and management professionals have attended a Linkage institute, conference, workshop, or corporate education program. Linkage also provides assessment, consulting, and research services to Fortune 500 companies and other leading organizations. Founded in 1988, Linkage is headquartered in Lexington, Massachusetts, with regional offices located in Atlanta, Brussels, London, Minneapolis, and San Francisco. In both 1997 and 1998, Linkage was honored as one of the “Inc. 500 Fastest Growing Private Companies in the United States.”

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SECTION 1

Satellite Program Materials

What You Will Learn

Participants in this program with Marcus Buckingham will have the opportunity to deepen their understanding of the connection between the retention of a talented, engaged workforce and bottom line business results. Furthermore, they will explore the benefits of developing strengths--in yourself and others--as opposed to working to overcome weaknesses.

Introduction and Basic Premises

Marcus Buckingham led the analysis of data from surveys conducted between 1997 and 2001 with over three million employees in 350 companies by the Gallup Organization. The data also includes nationally representative samples from interviews with employees in the US, UK, Germany and Japan. His team discovered some essential truths about the connection between a fully engaged staff and exceptional bottom line results.

Three key insights which emerged from this data were:

1. 70% of US employees are not engaged at work.
2. All organizations' cultures are equally inconsistent
3. The longer an employee stays with a company, the less engaged they become

On the other hand, when one studies the companies in the top 10% and the bottom 10% of profitability, and compares those companies' retention statistics, one finds a clear statistical correlation between the loss of staff and the low profit margin of an enterprise.

This data underscored the impact that truly effective front-line managers have on organizational success. These great managers are key to the selection and retention of the most talented and engaged employees. Their ability to select for, clarify expectations around, deploy with an eye for, and develop staff to emphasize natural talents leads to an engaged staff that produces bottom line results.

Question-and-Answer Session

If you are participating in the live presentation of this program, complete the fax form, send an e-mail or call in your questions to Marcus Buckingham using the question sheet on page 25.

When the Session Has Concluded

- Your feedback is valuable in ensuring the integrity of future programs. We take pride in providing relevant, thought-provoking and enlightening programs - and we rely on you to help make this happen. Complete your participant evaluation form at:
http://www.linkageinc.com/training/satellites/satellite_evals.shtml
- To further reinforce your understanding of today's information, as well as hone other aspects of your leadership skills, complete the recommended Post-Presentation Activities that begin on page 18.

Pre-Presentation Activities

Become familiar with Marcus Buckingham's accomplishments by reading his biographical outline.

Biography: Marcus Buckingham

Marcus Buckingham is the Global Practice Leader for The Gallup Organization's Strengths Management practice. He was graduated from Cambridge University in 1987, with a master's degree in social and political science. For the last 15 years he has helped his clients find, focus, and develop their most talented employees.

Mr. Buckingham is the co-author of Gallup's book on great managers, *First, Break All the Rules: What the World's Greatest Managers Do Differently* (Simon and Schuster, May 1999). His latest book, *Now, Discover Your Strengths* (The Free Press, Feb 2001), introduces the StrengthsFinder® profile. Readers of the book can complete the StrengthsFinder® Assessment and discover their five strongest themes of talent.

Marcus lives in New York City with his wife, Jane, and son, Jack.

Activity

1. Describe a time in your career when you felt very highly engaged in your work. What was it that caused you to feel that way? Name as many important factors as you can in the space provided.

2. Describe a time in your career when you felt actively disengaged from your work. What was it that caused you to feel that way? Name as many factors as you can in the space provided.

3. Think of a time when you worked successfully with someone on their professional development. What was the focus of your work with them? To what do you attribute the success of that partnership?

4. Think of a time when you were unsuccessful in working with someone on their professional development. What was the focus of your work with them? To what do you attribute the lack of success of this intervention?

As you listen to today's broadcast, make connections between your answers to these questions and the themes Mr. Buckingham highlights in his presentation. Be prepared to discuss your insights with a partner or with a small group at the conclusion of the broadcast.

Application

Before the broadcast, take a few moments to rate your level of engagement in your current position. This assessment is based on the Gallup Organization's "12 Key Questions." After the presentation you will have the opportunity to work with the data from this assessment.

Self-Assessment: The Twelve Key Questions

1	2	3	4	5
Not at all true	Somewhat untrue	Neutral	Somewhat true	Very true

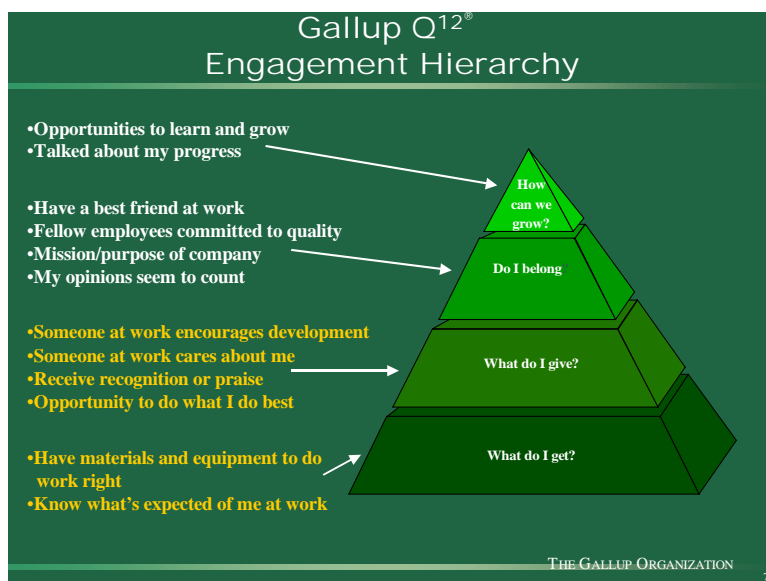
Read each of the 12 items and consider how true each of the following statements is of you according to the scale below.

- ___1. I know what is expected of me at work.
- ___2. I have the materials and equipment I need to do my work right.
- ___3. At work, I have the opportunity to do what I do best every day.
- ___4. In the last seven days I have received recognition or praise for doing good work.
- ___5. My supervisor, or someone at work, seems to care about me as a person.
- ___6. Someone at work encourages my development.
- ___7. At work, my opinions seem to count.
- ___8. The mission/purpose of my company makes me feel my job is important.
- ___9. My associates are committed to doing quality work.
- ___10. I have a best friend at work.
- ___11. In the last six months, someone has talked to me about my progress.
- ___12. During the last year, I have had opportunities to learn and grow.

Answer Sheet

Enter your answers for each question in the space provided. Then add your ratings down to produce an overall score for each component.

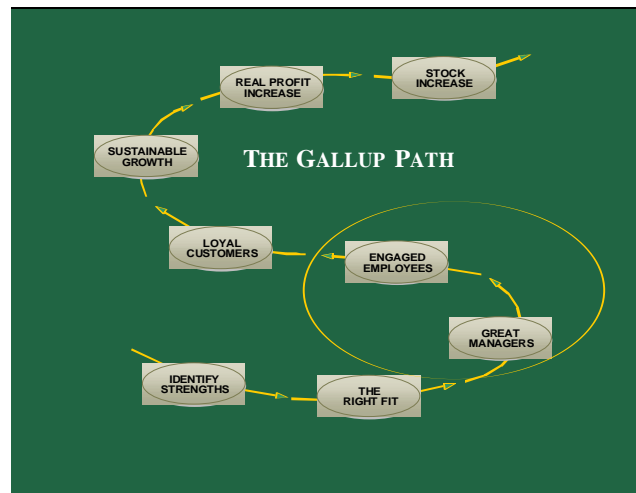
1 _____ +	3 _____ +	7 _____ +	11 _____ +
2 _____	4 _____ +	8 _____ +	12 _____
	5 _____ +	9 _____ +	
	6 _____	10 _____	
<i>x2</i>			<i>x2</i>
= _____	= _____	= _____	= _____
What Do I Get?	What Do I Give?	Do I Belong Here?	How Can We All Grow?



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During This Program

- Participate!
- Submit questions to be addressed by Marcus Buckingham during the question-and-answer session. Mr. Buckingham will respond to questions in the latter third of the program. To submit questions, either complete the fax form found on page 25, submit an e-mail or call in when prompted during the program.
- Use the following Participant Materials as an additional resource to Mr. Buckingham's presentation. Make notes on the presentation in the space provided.



The Q¹²® Items

- I know what is expected of me at work.
- I have the materials and equipment I need to do my work right.
- At work, I have the opportunity to do what I do best every day.
- In the last seven days, I have received recognition or praise for doing good work.
- My supervisor, or someone at work, seems to care about me as a person.
- There is someone at work who encourages my development.
- At work, my opinions seem to count.
- The mission/purpose of my company makes me feel my job is important.
- My associates (fellow employees) are committed to doing quality work.
- I have a best friend at work.
- In the last six months, someone at work has talked to me about my progress.
- This last year, I have had opportunities at work to learn and grow.

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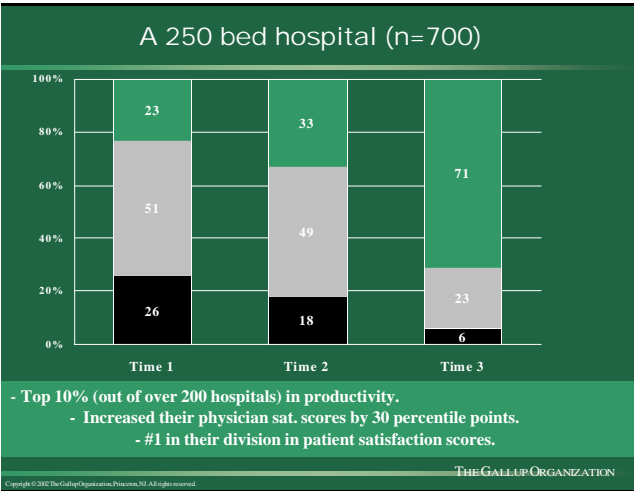
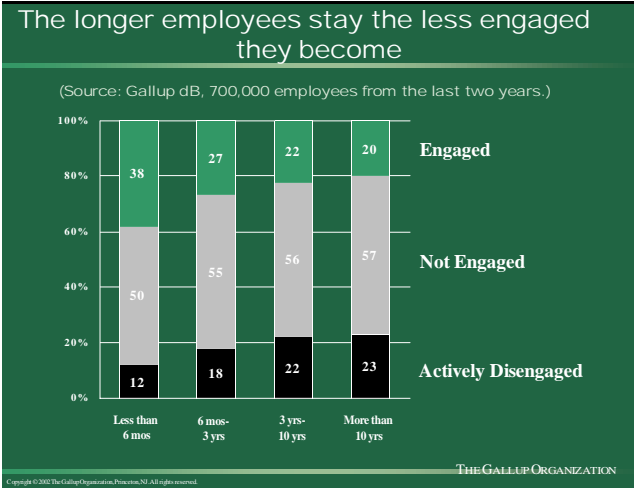
A comparison of employee engagement across countries.

(Source: Random samples of the working populations over 18 yrs of age.)

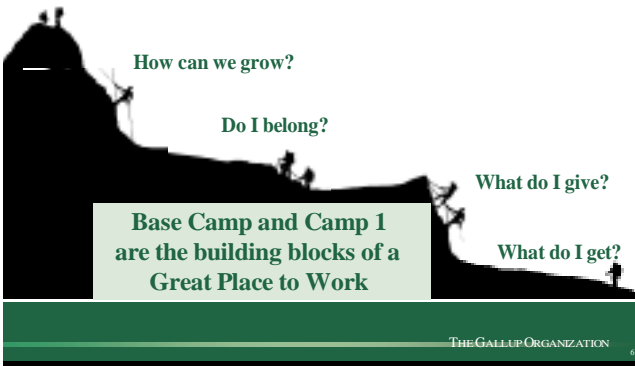
Country	Engaged (%)	Not Engaged (%)	Actively Disengaged (%)
US	30	54	16
UK	17	63	20
Germany	16	69	15
Japan	9	72	19

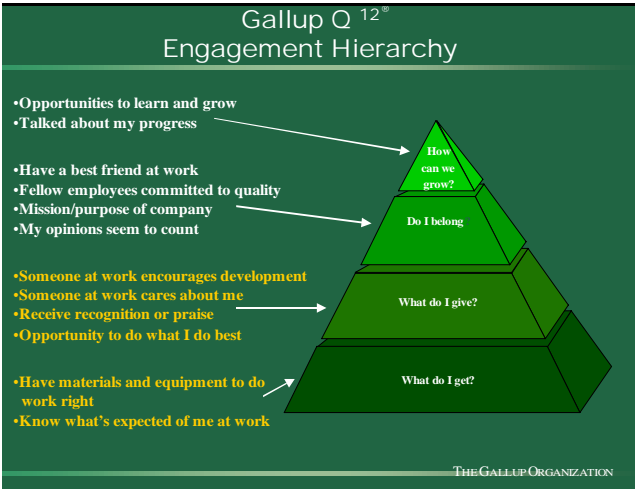
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The Journey





How to Focus on Q1, Q3, Q5

- Do I know what is expected of me at work?
- At work do I have an opportunity to do what I do best everyday?
- Does my supervisor or someone at work seem to care about me as a person?

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Score	Rank		Score	Rank	
<input type="text"/>	<input type="text"/>	Business Objectives	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>		Employee Engagement	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>		Customer Engagement	<input type="text"/>	<input type="text"/>
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What is a Strength?

A Strength is a focused combination of



Talent



Skills



Knowledge

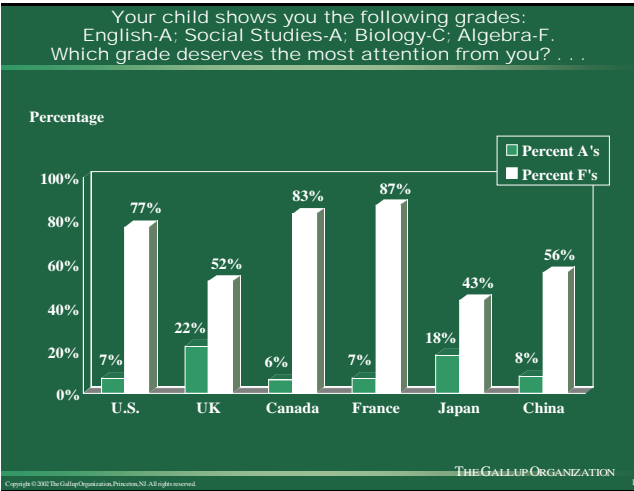
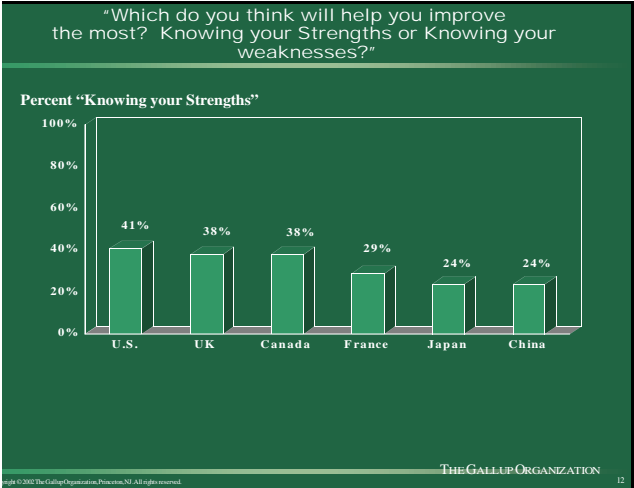
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The Research leads to this answer:

*“Focus on each employee’s strengths,
manage around his/her weaknesses”*

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Post-Presentation Activities

- Complete and submit the participant evaluation form, found at:
http://www.linkageinc.com/training/satellites/satellite_evals.shtml

Activity 1: Self Reflection and Discussion

1. Revisit your pre-broadcast responses to the questions about engagement. Consider what you would add or emphasize differently based on your insights from the presentation re:

- A time in your career when you felt fully engaged in your work
- A time in your career when you felt actively disengaged in your work
- A time when you successfully helped someone grow professionally
- A time when you were unsuccessful in helping someone to grow professionally

2. What connection can you make between these experiences and the Gallup Hierarchy of Engagement?

3. Where did "talent" play a part in these stories?

4. Do you agree with the definition of talent used in the broadcast?

5. How do you react to the statement that organizations should "focus on an employee's strengths and manage around his/her weaknesses."

6. What other personal experiences have you had which relate to focusing on strengths over weaknesses?

7. To what extent does your organization have a strengths focus?

8. What steps might you take to move your organization, or your department, in the direction of a focus on talent + skill + knowledge?

9. What other themes emerged for you from the broadcast?

Activity 2: Interviewing for Talent

You will work in pairs to conduct a "talent interview" of one another. Once you have conducted your interviews, you will share your insights about the process with the whole group.

Use the template below to capture your insights about a candidate's natural talents and sources of motivation.

Stage of Life	General Themes	Easy/Rapid Learning	Sources of Satisfaction
Early days			
Early jobs			
Other Key Experiences			

On the following pages, you will see a sample personal action plan and a blank one for you to use in your journey to being a more effective leader.

Personal Action Plan

This is a sample of a personal action plan for professional development. It is an opportunity to focus on 2-3 strengths critical to your level of engagement, identify ways to leverage these in your work.

Strength	Connection to Engagement	Ways to Leverage
I am naturally talented at communicating complex ideas to people who lack technical understanding.	<p>Describing a system in layman's terms requires a deep understanding. Working to hone this understanding gives me satisfaction.</p> <p>Seeing the "light bulb" go off for others lets me know I have done something worthwhile.</p>	The new procedures manual for the XYZ system is being compiled by another department. Working cross-functionally to have an impact on the text would increase its readability and usefulness, while enabling me to demonstrate commitment to the larger organization.

Prepare a personal action plan for professional development. Focus on 2-3 strengths critical to your level of engagement, identify ways to leverage these in your work.

Strength	Connection to Engagement	Ways to Leverage

SECTION 2

Forms

Question Sheet

Use this form to write your question for Marcus Buckingham or for discussion among your colleagues. Please write clearly.

Name (optional)

Organization

Location

Your question (25 words or fewer):

Fax 1-877-892-0170 (from within U.S.)
 646-349-3661 (from outside U.S.)

Email leadership2002@linkage-inc.com

Tel 1-800-489-8814 (from within U.S.)
 801-303-7412 (from outside U.S.)